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## CHAPTER SEVEN

### INVESTING IN THE INTELLIGENCE COMMUNITY WORKFORCE

With the predicted contraction of the labor pool and the expectation that people will "recareer" several times during their working life, effective staff development will become even more important in assuring that the intelligence agencies fulfill their missions. Comprehensive employee development encompasses orientation programs, skill assessment and training, management development, career planning and counseling and, when necessary, employee outplacement.

The intelligence agencies vary in their approach to these areas and in the extent of programs offered. This chapter will discuss training and career development and changes which may be needed to accommodate the changing workforce.

#### I. TRAINING FOR MISSION ACCOMPLISHMENT

The intelligence agencies have major training requirements. Because the IC is often the sole user of certain specialized skills, there is no incentive for private sector or university training programs to provide them. More than many other federal agencies,

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the intelligence agencies must rely on their training programs to help staff acquire some of the most important mission-related skills.

All IC agencies conform to the policies of the Government Employees Training Act (GETA) which are supplemented by their own directives and regulations. Under GETA provisions, the agencies cannot pay tuition or permit staff to attend training during regular duty hours if the sole purpose of that training is to attain a degree, or if the courses are not related to the person's current job or identified next assignment.

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## II. CAREER DEVELOPMENT OF INTELLIGENCE COMMUNITY STAFF

Whether in times of rapid or slow growth, organizations need to help employees develop to the point at which their skills and level of performance best match the needs of the organization. This is a dynamic process, especially in fields which employ advancing technologies to the extent that the intelligence agencies do.

Effective career development programs are most often found in organizations which have taken the time to define occupational groups and designate the career paths within them. The employees can more readily understand how their work fits into the organization's mission, thus ensuring that one of the most important aspects of career development -- employee participation -- is enhanced.

Formal training is the most readily identifiable element of career development; others include job planning counseling, internship programs and career resource seminars. Some career

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development organizations have "life planning" components, such as seminars integrating work with family, retirement planning, personal investment, etc. Ultimately, there will be an outplacement component to help staff make the transition to a second career, to retirement or, if an employee's career is not progressing within the organization, to help the employee make the transition to another organization.

In its broadest application, career development includes succession planning, the concept of identifying critical positions and having staff prepared to step into them when the incumbent is reassigned or retires. Thus it serves the needs of the organization as well as those of the individual.

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#### IV. WORKFORCE INVESTMENT: THE KEY TO THE FUTURE

In discussing workforce skills for the future, it is possible to overlook the fact that "the future" is not an abstract term, but is underway. Staff in the intelligence agencies today are those who will be the senior analysts and managers for the next decade and beyond. With fewer new entrants to the nation's workforce and a small proportion of these entrants having skills the intelligence agencies need, it will be crucial to develop staff who can function professionally and competently.

In an environment of budget cuts and stable staff allocations, it may be difficult to rise to this challenge. However, the panel firmly believes there is no greater challenge for the Intelligence Community. Its prime resource is its talented, dedicated staff, most of whom chose their career fields to serve their country. The intelligence agencies owe it to themselves and their staff to ensure that all who work within the Community have the opportunity to develop to their full potential. The United States intelligence mission will be better served.